FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)

QUARTERLY REPORT: JANUARY- MARCH 2014

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FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURALTRANSFORMATION (AFRICALEAD II)

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ACRONYMS

Africa Lead I	Africa Leadership Training and Capacity Building Program
Africa Lead II	Feed the Future: Building Capacity for African Agricultural Transformation Program
AOR	Agreement Officer's Representative
APLE	Agriculture Policy Learning Event
APLU	Association of Public and Land-grant Universities
ASWG	Agriculture Sector Working Group
AUC	African Union Commission
AUC-DREA	African Union Commission Department of Rural Economy and Agriculture
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CIP	Country Investment Plan
COMESA	Common Market for Eastern and Southern Africa
CORAF	Central African Council for Agricultural Research
CSO	civil society organization
DPTT	Development Partners Task Team
DREA	Department of Rural Economy and Agriculture
ECOWAS	Alliance for Commodity Trade in Eastern and Southern Africa
ESA	East and Southern Africa
FARNPAN	Food Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
FAS	Field Accounting System
FSP	Food Security Portal
FTF	Feed the Future
IAA	Institutional Architecture Assessment
IGAD	Intergovernmental Authority on Development
IFPRI	International Food Policy Research Institute
JSR	Joint Sector Review

M&E	monitoring and evaluation
MA	Mutual Accountability
NAPP	National Alliance Partnership Program
NGO	nongovernmental organization
NSA	non-state actor
OCA	Organizational Capacity Assessment
PMP	Performance Monitoring Plan
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
SAKSS	Strategic Analysis and Knowledge Support Systems
TAMIS	Technical and Administrative Management Information System
WA	West Africa
YoA	Year of Agriculture

EXECUTIVE SUMMARY

This document presents results from the second quarter of the program: the period from January 1st to March 31st, 2014.

AFRICA LEAD IIACCOMPLISHMENTS

EAST & SOUTHERN AFRICA (ESA) PROGRAM HIGHLIGHTS

1. Undertook post-project evaluation for the Market Linkages Initiative (MLI) including developing a SOW, fielding technical consultants, providing logistical support and organizing a stakeholder validation meeting.
2. Partnered with IGAD on the successful implementation of the Drought Resilience Summit held March 2014. Support included a key advisory role on the steering committee, production of a 14-minute video documentary on Resilience efforts and development of an inaugural Resilience Focus magazine.
3. Supported the AUC overall efforts for the 2014 Year of Agriculture and Food Security including the January Summit, CAADP 10 Years On and the 10th CAADP Partnership Platform meetings. Provided technical and logistical support including sitting on the steering and operations committees, secondment of logistics and program management consultant, website development, and hiring and training of facilitators (in 9 countries).
4. Held extensive discussions with 10 bilateral and regional missions on program buy-ins and work plans.
5. Facilitated and organized the business meeting for the Rwanda CAADP Round Two processes (Rwanda Comprehensive Africa Agriculture Development Program II (CAADPII)/PSTA III). Assistance included providing a high level consultant to work with the Ministry of Agriculture and Rwanda Development Board to finalize the Results Framework and package private sector opportunities.
6. Supported private sector participants from the region to participate in the Rwanda Private Sector/Business Consultation Roundtable and undertook all meeting facilitation, translation and production of the final reports.
7. Worked with COMESA and AFAP to hold a Regional Technical Meeting on Fertilizer Policy in East and Southern Africa.
8. Facilitated the Tanzania Agricultural Consultative Group meeting in Tanzania.
9. Facilitated the Tanzania Agricultural Statistics and Survey Integration Meeting.
10. Supported the chief consultant for ACTESA and COMESA development of the seed harmonization road map.
11. Technical and editorial review, design and printing of the inaugural issue of *Resilience Focus Magazine*, a biannual IGAD Drought Resilience and Sustainability Initiative (IDDRSI) Publication.
12. Facilitated publication of *Resilience in Action* magazine / booklet on Ethiopia.

WEST AFRICA (WA) PROGRAM HIGHLIGHTS

1. Successfully organized the USAID/ Ghana Feed the Future Partner's Meeting.
2. Launched the Africa Lead II West Africa Regional Office.
3. Provided technical assistance and training in monitoring and evaluation to 11 staff of the Agribusiness Unit of the Ministry of Finance in Ghana. Recommended candidates for the Technical Advisor position and forwarded their CVs to the Agribusiness Unit.
4. Held discussions with USAID Ghana, Mali, Senegal, Nigeria and the West Africa Regional Mission in Addis Ababa, Ethiopia and in Accra, Ghana. Met with ECOWAS and CILSS) to discuss program buy-in Ouagadougou Burkina Faso.
5. Provided logistical support and organized two-day workshop for 33 parliamentarians who met to review the seeds certification and standards regulation 2012 (L.I 2200).
6. Conducted CILSS evaluation in Niger, Mali, Cape Verde, Guinea, Burkina Faso and Cote d'Ivoire.
7. Participated in JSR stocktaking preparatory meeting in Accra, Ghana.
8. Prepared SOWs for an Institutional Development Advisor and a Legal Advisor to provide short- and long-term technical assistance to CILSS.
9. Reviewed applications and selected candidates to participate in the Mars business-to-business internship program in the US.
10. Elaborated a draft regional plan consolidating capacity development requests of the WA Mission CILSS, CORAF, Hub Rural and ECOWAS.
11. Provided facilitators and logistical support for the Senegal ADWG and CAADP country teams to participate in the Year of Agriculture CAADP Stocktaking and Dialogue meeting in Addis Ababa, Ethiopia.
12. Provided a facilitator for Development Partner's retreat at USAID/Ghana METTS office.
13. Held meetings with the Ghana and West Africa Mission to review and discuss buy-in scope of works.

WASHINGTONPROGRAM HIGHLIGHTS

1. Supported the design and implementation of the *CAADP 10 years on: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs)* Feb 11-13, 2014 at AUC in Addis Ababa, Ethiopia.
2. Prepared PowerPoint presentation synthesis of the findings that was presented at the CAADP Partnership Platform Meeting in Durban, by the Regional Director East Africa.
3. Designed two stocktaking exercises: 1) Changes in African Agriculture resulting from the Implementation of CAADP Approaches (assess progress on implementation of the CAADP NAIPs and to identify priority issues for each country); and 2) Mutual Accountability, Donor Alignment, Coordination and Aid Effectiveness (to identify progress and priority issues of the country).
4. Produced Terms of Reference for a facilitation of the consultation process prior to and following the Addis event. The role of the facilitators was to prepare country teams in nine countries (Ethiopia, Kenya, Tanzania, Malawi, Mozambique, Uganda, Rwanda, Ghana and Senegal) to better participate in the event by reviewing and completing the stocktaking exercises with both country team representatives and donor representatives.

Support included weekly conference calls with facilitators to clarify their roles and responsibilities and discuss issues they were encountering.

5. Summarized results of stocktaking exercises for presentation and discussion during CAADP 10 years on meeting.
6. Following the Addis meeting, drafted a *Review and Synthesis Technical Report* on the findings from the two stocktaking reports and workshop consultations. The draft report was shared with USAID and the AUC for review and comment and use during the AU 2014 Year of Agriculture in Africa.
7. Coordinated with IFPRI/ReSAKSS in designing and preparing to facilitate Joint Sector Review Assessment Workshops in seven focal countries: Ethiopia, Tanzania, Malawi, Mozambique, Ghana, Senegal, and Burkina Faso.
8. Linked National Alliance Partnership Program to the ESA Africa Lead East office for support with NAPP program activities.
9. Initiated engagement with members of the NEPAD NSA Task Force to begin planning NSA strategic and action planning workshop May 3-5.

UPCOMING ACTIVITIES

These upcoming activities are based on what has been articulated in mission buy-ins to date and what is reflected in the Africa Lead II Year One Workplan. We anticipate completing the tasks below during the upcoming quarterly reporting period (April-June 2014).

EAST & SOUTHERN AFRICA PROGRAM

Upcoming activities: April-June 2014

Component 1:

1. Provide in-country facilitation for Joint Sector Review Stocktaking Workshops, in seven ESA countries.
2. Continue to engage and build consensus around the EAC Institutional Assessment Report and outline way forward.
3. Provide continued support to Sokoine University of Agriculture (SUA) internship program (Tanzania).
4. Begin to work on curriculum for leadership training to local government authorities in Manyara, Zanzibar, Dodoma, Morogoro, and Vomeru (Tanzania).
5. Organize and deliver Super Champions Training of Tanzanian Members of Parliament in Dodoma.
6. Organize New Alliance Stakeholders workshop in Tanzania.
7. Organize Economic Growth Partners meeting in Iringa, Tanzania, in June 2014.
8. Work with various USAID mission focal points to develop contacts for YALI mentorship hosts.
9. Hire a full-time person at Sokoine University of Agriculture (SUA) to coordinate program, engage interns, complete a stock-taking, invite all potential hosts for SUA interns in Dar es Salaam and train SUA staff.
10. Recruit consultants to conduct needs assessment for SUA staff.
11. Develop Super Champions curriculum for Training of Trainers (ToTs), secure venue and arrange logistics.

12. Hold brainstorming sessions for Local Government Authorities (LGAs), hire master trainers and coordinate with Washington office on training manuals.
13. Meet with key Feed the Future implementing partners such as NAFAKA, SERA and PAG to determine how to work together to implement activities in a harmonious manner and explore linkages with beneficiaries at various levels.
14. Hold meeting with USAID Kenya to develop program for how to align Africa Lead II activities with the devolution path being pursued by the government.
15. Continue to provide facilitation, logistics and sponsorship support for multiple AUC Year of Agriculture events.
16. Proceed with review of applications and selection of candidates to participate in the Mars business-to-business internship program in the US.

Component 2:

1. Organize Joint African Union Conference of Ministers in Addis Ababa, Ethiopia.
2. Organize AUC 23rd Ordinary Summit in Malabo, Equatorial Guinea.
3. Provide support to Grow Africa Investment Forum in Abuja, Nigeria.
4. Provide support to World Economic Forum in Abuja, Nigeria.
5. Organize CAADP Agribusiness meeting in Addis Ababa, Ethiopia.

Component 3:

1. Continue to support to EAC/COMESA CAADP process with a focus on increased NSA involvement.
2. Organize NSA/CSO work planning meeting in Addis Ababa, Ethiopia
3. Organize NSA coordination meeting in Rwanda.

WEST AFRICA PROGRAM

Upcoming activities: April-June 2014

Component 1:

1. Organize and coordinate travel and logistics for the Ghanaian delegation to the Grow Africa Investment and World Economic Forum, May 6-8 in Abuja, Nigeria.
2. Organize and provide logistics support to the USAID WA Partners Meeting, April 23-25.
3. Conduct an Institutional assessment of five Regional Agricultural Development Units (RADUs) of the Ministry of Food and Agriculture to gather data and information on the status of the RADUs to inform the JSR review.
4. Develop capacity development plans for SARI, GCAP, MOFEP, CORAF, CILSS, Hub Rural and ECOWAS. Deliver capacity development services to these key national and regional organizations.
5. Design and implement a pilot Youth and Women Agricultural Leadership Training Program for mid to senior level professionals.
6. Develop and deliver Training of Trainers program to build a core group of Ghanaian and regional trainers/ facilitators.
7. Organize and deliver targeted training and technical assistance to Champions for Change graduates to further build their capacity.

8. Establish Champions networks for advocacy and development activities in Ghana.
9. Finalize the West Africa Office Organizational Development implementation strategy.

Component 2:

1. Provide facilitators and organize logistics for Joint Sector Review Meetings– April 24, and May 28-30, 2014.

Component 3:

1. Organize and facilitate meeting of key CSO/NSA actors in Ghana to assess their needs and revise NSA action plans.
2. Organize private sector/business roundtables to include commercial farmers and champions in Ghana to assess capacity needs and design capacity strengthening activities for private sector.
3. Finalize internship program guidelines, identify internship opportunities with hosting companies and other FTF national and regional projects, and place agricultural professionals, youth and women.

WASHINGTON PROGRAM

Component 1:

1. Finalize AL II Internship SOW and budget, and convene planning workshop to determine specific way forward for AL II Internship Program ensuring cohesion between strategy and actions of AL II's Teams in Washington D.C., Accra, and Nairobi.
2. Support the design and delivery of the AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture at the AUC from April 28-May 2, 2014.

Component 2:

1. Finalize design of JSR Assessment Workshops and carry out workshop facilitation in seven focal countries: Ethiopia, Tanzania, Malawi, Mozambique, Ghana, Senegal, and Burkina Faso.
2. Determine customized training and technical assistance needs to help focal countries to implement their action plans with a focus on strengthening their respective JSR processes.

Component 3:

1. Attend the AUC Joint Technical and Ministerial Meetings in Addis Ababa April 28-May 2,
2. Build relationships with NSA actors and gain insight into factors affecting the NSA.
3. Support the design and delivery of the NSA strategic and action-planning workshop in Addis Ababa from May 3-5, 2014.
4. Provide follow-on support refining action plans and developing scopes of work that flow out of the NSA workshop.
5. Draft report on workshop for USAID.

6. Provide technical support to ESA and WA field offices on regional and bilateral mission Component Three workplans.

KLC and M&E

1. Launch inaugural program newsletter (release in April).
2. Design, develop and launch new Africa Lead II website.
3. Finalize indicator list in conjunction with USAID and field offices.
4. Revise PMP based on USAID feedback.
5. Organize and delivery inaugural Africa Lead II learning roundtable on Complexity-Aware Monitoring.
6. Customize learning products prepared for WA launch for ESA.
7. Analyze findings from 6-month feedback survey with Africa Lead I training and internship participants.
8. Conduct M&E training for field staff via Skype.
9. Work with Component leads to develop baseline assessments for select technical activities and update/refresh training surveys and evaluations.

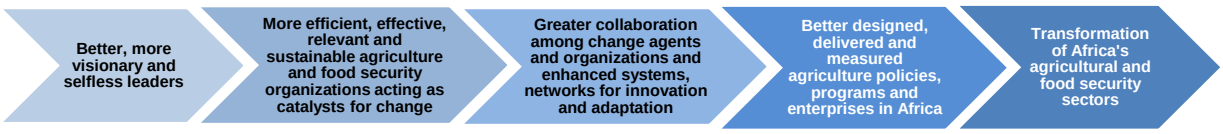
BACKGROUND

Africa Lead II—the Feed the Future: Building Capacity for African Agricultural Transformation Program—is a five-year Cooperative Agreement between USAID and a DAI-led Consortium. The Program runs from October 1, 2013 to September 30, 2018 and has an estimated maximum total funding amount (ceiling) of $69,998,758. Other core members of the Consortium include Winrock International, the Training Resources Group (TRG), and Management Systems International (MSI).

The purpose of the program is to support and advance agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, Africa Lead II will contribute to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions—defined as men and women leaders in agriculture—to develop, lead, and manage the policies, structures and processes needed for the transformation process.

Africa Lead II will build upon Africa Lead I's capacity building achievements to cultivate a cadre of leaders across the spectrum of agriculture, food security and agribusiness stakeholders who will champion the cause of increased innovation in agriculture, greater agricultural productivity, and greater food security. As part of a larger network and within their organizations, these leaders will, in turn, create the critical mass required to transform key policies and practices, thus breaking the cycle of weak investment, low input, low output, and poor food security status for many Africans. As shown in Figure 1, the pathway for the intended impact is straightforward.

FIGURE 1: THEORY OF CHANGE FOR INCREASED AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY



AFRICA LEAD II VISION AND APPROACH

Africa Lead II is guided by the understanding ("theory of change") that better prioritized, designed, delivered and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security. Realizing these improvements requires stronger, more results-oriented public and private organizations (institutional architecture), led by champions—motivated, skilled, visionary team leaders and change agents—for food security. It requires clear and publicly accessible policy agendas that are subject to testing by evidence derived from various stakeholders. And it requires an open process by which stakeholders from across the agriculture spectrum are provided space to interact with one another and engage the government with articulated and evidence-derived positions with respect to existing and potential policies.

The role that Africa Lead II will play in this process will be as a **catalyst and connector for learning and innovations** in individual leadership behavior, in institutional performance and in the policy process, especially including supporting increased injection of evidence into policy debate and decision-making and in strengthening engagement of civil society. Africa Lead II will, in particular, build upon the "community of practice" of Champions for Change—a "leadership brand" of agriculture change agents, increasingly recognized within Africa, who have the skills, the breadth of view and the motivation to initiate transformation in the way agriculture and food security are thought about and approached in their various institutions. But what will distinguish Africa Lead II will be its focus on the institutions in which these Champions work, together with the Champions and other supportive programs, helping to bring about the improvements in capacity—in systems, leadership and management—that will bring these institutions to maximum effectiveness.

The scope of Africa Lead II is divided into three components, as follows:

- **Component One**: Establishing and Improving Effectiveness of Institutional and Organizational Architecture for African-Led Agricultural Transformation.
- **Component Two**: Strengthening Capacity to Manage and Implement the Policy Change and Alignment Process.
- **Component Three**: Promoting the Effective Participation of Non-State Actors (NSAs) in the Policy Process and Providing Capacity Strengthening Support When Necessary.

Structure of the Quarterly Report

Below, we cover in greater detail the activities and outputs of each of the Components (or strategic areas of program intervention) that make up the Africa Lead II program. We begin and end with overall program support tasks and in between we highlight program tasks that Africa Lead II has undertaken during this quarter, organized by region.

During this quarter, AL II received feedback from USAID on the draft PMP submitted in December 2013. Based on this input and engagement with the field, AL II has refined and streamlined the program's list of indicators. While not yet approved through an official modification, AL II has incorporated these changes into the IPTT table included as Annex I.

AFRICA LEAD II ACCOMPLISHMENTS

CONSULTATION, SENSITIZATION, AND ESTABLISHING PROGRAM OVERSIGHT AND START UP

TASK 0.1: CONSULTATION WITH BILATERAL AND REGIONAL USAID MISSIONS

During the first six months of the program, the Africa Lead II Team worked in partnership with the AOR to consult with bilateral and regional USAID Missions in order to generate buy-ins. Some buy-ins were driven by marketing to Missions in their host country, whereas other buy-ins were committed at the December 2013 workplanning meetings during which USAID Mission staff from all across Africa congregated in Addis Ababa, Ethiopia, to discuss mission priorities and how to align them with the program's service offerings.

In marketing Africa Lead II to Mission staff, the program team encouraged our Mission partners to develop multi-year workplans with Africa Lead II, laying out a medium- to long-term vision for Africa Lead II's role in helping Missions achieve their FTF objectives.

Task results:

1. Held meetings with 12 missions on scope of work development across West, East and Southern Africa.
2. Travelled to the West Africa field office to provide training on TAMIS systems.
3. Secured new buy-ins from 2 new bilateral and regional missions. Total commitments will be noted in the upcoming quarterly report once funds are obligated through a grant modification (see Annex III for current dollar value and breakdown of buy-ins).

TASK 0.2: CONSULTATION AND COLLABORATION WITH FOOD SECURITY SUPPORT ORGANIZATIONS AND PROGRAMS

Starting from the first weeks of the program, Africa Lead II engaged with relevant actors at the continental, regional, national and sub-national levels. At the continental level, these included programs such as the Africa-wide Food Security Policy Program (FSP, also known as the Food Security Policy Innovation Lab, led by MSU, IFPRI, and University of Pretoria) and the Regional/National Strategic Analysis and Knowledge Support Systems ReSAKSS/ SAKSS) support programs (IFPRI-led). Africa Lead II also met with the US Alliance to End Hunger and the Partnership to Cut Hunger and Poverty in Africa to discuss joint support to non-state actor groups (NSA) to strengthen their engagement in the policy process. With IFPRI, Africa Lead II has begun the process of developing a program paper that spells out the nature of the collaboration across a number of fronts, including JSRs and support to country SAKSS nodes.

Task results:

1. Consulted with The World Bank's BBA program on possible collaboration in training of NSA groups to generate and use policy-relevant data on the state of agribusiness in their countries.
2. Held conversations with the Association of Public and Land Grant Universities to consider ways to work together.

COMPONENT ONE: ESTABLISHING AND IMPROVING EFFECTIVENESS OF INSTITUTIONAL AND ORGANIZATIONAL ARCHITECTURE

The purpose of Component One is to help establish "the institutional/organizational architecture to lead African agricultural transformation operating at the highest level of effectiveness…to assist in strengthening core competencies in the African institutions/organizations that are needed to advance agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (1) address planning, analysis, and decision-making capacity shortcomings; (2) increase the availability, applicability and use of high-quality evidence-based data for decision-making; and, (3) deliver training and mentoring approaches that respond to the need for leaders who are willing to take to make tough decisions and guide the process through to completion." Target institutions will include policy-making and policy-implementing government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, and the media.

In this quarter, the AL II Team organized and facilitated a number of high-level food security related events. The Team also worked to review the results of previously conducted institutional assessments including the Institutional Architecture Assessments (IAAs) for Policy Change, and to consider what guidance they provide for subsequent institutional assessments. Critically important, because of the large amount of anticipated institutional capacity building activities anticipated under Africa Lead II, during this quarter the team began to develop metrics for tracking organizational improvement over time. A power point presentation synthesis of the findings was prepared in Washington and presented at the CAADP Partnership Platform Meeting in Durban, by the Regional Director East Africa.

TASK 1.0: PROVIDE FACILITATION, LOGISTICS AND TECHNICAL SUPPORT TO FOOD SECURITY RELATED EVENTS

Activity 1.0.1: Support USAID Meetings

Logistical Support for the Agriculture Statistics and Survey Integration Meeting

Held on February 27-28, 2014, the meeting had a total of 28 participants in attendance. The goal of the meeting was to draft a two-year plan that outlines the implementation of relevant data collection efforts and ensuring Government of Tanzania committed to resource their Annual Agriculture Production Survey.

Logistical Support for the Agricultural Sector Consultative group Meeting

Approximately 70 participants gathered on January 17, 2014, to discuss the agricultural sector priorities for 2014/2015 and present the draft ASDP II.

Logistical Support for the USAID Ghana Partners Meeting

The USAID Ghana FTF Implementing Partners meeting was held on March 3-4, 2014, in Accra. The meeting brought together 132 participants (89 males and 43 females) comprising personnel

of USAID Ghana and WA, the implementing partners of USAID Ghana FTF initiative and personnel from the Ghana's government institutions. The theme for the two-day meeting was "*Scaling up for Results and Impact".*

Logistical Support for Parliamentary Select Committee in Ghana

The Ministry of Food and Agriculture sought sponsorship from USAID Ghana to convene a meeting to review the draft seeds regulations for ratification by parliament. Africa Lead II provided logistical services for a two-day meeting, March 9-10, 2014, in Accra. A total of 33 persons attended the meeting (23 males and 10 females), comprising members of the Parliamentary Committee on Subsidiary Legislation and staff of the Plant Protection and Regulatory Services (PPRSD). Other participants were from the Directorate of Crop Services (DCS) of the Ministry of Food and Agriculture, Alliance for Green Revolution in Africa and the Attorney General's Department of the Ministry of Justice. The group reviewed the draft regulation and proposed corrections and amendments. The revised regulation will be presented to Parliament for ratification.

Launch of the Africa Lead II Program

The Africa Lead II WA office launched the project on March 5, 2014 at the field office in Accra. In all, 75 individuals comprising 44 males and 31 females participated in the launch. Representatives came from USAID Washington, US State Department/Feed the Future, USAID WA and USAID Ghana, implementing partners, selected champions from AL I, CSOs, Private Sector organizations, research organizations and AL service providers.

Activity 1.0.2: Support Partner Meetings

Support to IGAD and March 2014 Summit

Africa Lead II worked with IGAD and the General Assembly to provide several key deliverables for the Drought Resilience Summit in March 2014, including a video documentary highlighting resilience success stories, the inaugural issue of Resilience Focus Magazine, a biannual IGAD Drought Resilience and Sustainability Initiative (IDDRSI) Publication and various branded giveaways. Africa Lead II participated in the steering and technical preparatory committees, and worked closely with IGAD and other stakeholders on the summit organization. Africa Lead II engaged a local film production company on the documentary. This involved field trips to Karamoja, Northern Uganda, and Narok County, Kenya.

Regional Technical Meeting on Fertilizer Policy in East and Southern Africa, Johannesburg, South Africa (February 6, 2014)

Following an earlier meeting in December, policymakers and technical experts at continental, sub-regional, and country levels met to create regional agreements on the use of seeds and fertilizers. At this February 6 meeting, participants worked to identify financially sound, implementable, and politically feasible policy models for countries to adopt, accelerating progress towards CAADP's target of six percent growth in agricultural production by 2015.

Technical experts resolved to develop a road map to harmonize seed and fertilizer policies and regulations regionally. Meeting outputs contributed to urgent policy actions that were presented at the CAADP Partnership Platform meeting in March 2014.

Africa Lead II provided critical technical and facilitation assistance to the development and fulfillment of both technical convening meetings. As a follow-up to the meetings, Africa Lead II hired a consultant to support COMESA/ACTESA, ReNAPRI and AFAP and other stakeholders to develop the COMESA Seed Harmonization Plan. The primary goal of the Seed Harmonization Plan is to provide farmers, especially smallholders, a sustained, affordable and reliable choice and diversity of high-quality seeds.

TASK 1.1: DEVELOP AN ACTION PLAN FOR STRENGTHENING CAADP INSTITUTIONAL CAPACITY AT THE CONTINENTAL, REGIONAL AND COUNTRY LEVEL

Activity 1.1.1: Support stocktaking and consultation for "CAADP 10 Years On: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs)

The African Union Commission (AUC) designated 2014 as the "Year of Agriculture and Food Security in Africa." In addition to the 2014 Year of Agriculture initiative, 2013 marks the 10th anniversary of the CAADP Framework that is designed to stimulate and rally Africa's own resources and commitments to drive continent-wide growth of the agriculture sector. CAADP's 10th anniversary and the 2014 Year of Agriculture initiative provided an excellent opportunity to take stock of CAADP's progress and to consult on the approaches needed for the next 10 years. To take stock of the experiences since 2003, the African Union Commission (AUC), the NEPAD Planning and Coordinating Agency (NPCA), and the Development Partners Task Team (DPTT) launched a two-stage process to identify progress that is being made and constraints that are slowing the implementation of the NAIPs.

During stage one, participating country and Agriculture Sector Donor Working Group (ASDWG) completed two surveys designed to take stock of progress achieved and challenges limiting implementation of the NAIPs. Africa Lead II worked closely with the AUC, Donor Community and USAID to draft the survey instruments. Africa Lead II also identified and trained country facilitators to facilitate country teams in Ethiopia, Mozambique, Malawi, Tanzania, Kenya, Uganda and Ghana to complete the stocktaking assessments prior to the meeting in Addis. The survey instruments were distributed to all 20 countries invited to the event and Africa Lead II compiled survey results from 13 countries to be reported during the meeting. Stage two included a three-day "CAADP 10 Years On: Dialogue to Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIPs)" meeting in Addis Ababa, Ethiopia, February 11-13, 2014.

Activity results:

- Prior to the meeting, designed two assessment instruments: 1) Changes in African Agriculture resulting from the implementation of CAADP approaches; and 2) Mutual Accountability, Donor Alignment, Coordination and Aid Effectiveness. The AUC and Donor Working Group distributed the instruments to all 20 invited countries.

- Produced Terms of Reference for a facilitation of the consultation process prior to and following the Addis event. The role of the facilitators was to prepare country teams in nine countries (Ethiopia, Kenya, Tanzania, Malawi, Mozambique, Uganda, Rwanda, Ghana and Senegal) to better participate in the event by reviewing and completing the stocktaking exercises with both country team representatives and donor representatives. AL II support included weekly conference calls with AL II facilitators to clarify their roles and responsibilities and discuss issues they were encountering.
- Developed a detailed design for the meeting in Addis Ababa in close collaboration with the AUC, ASDWG, and USAID.
- Summarized results of stocktaking exercises for presentation and discussion during CAADP 10 years on meeting.
- Following the Addis Ababa meeting, drafted a *Review and Synthesis Technical Report* on the findings from the two stocktaking reports and workshop consultations. The draft report synthesized the results from 13 countries and compared the responses to the discussions that took place during the Addis Ababa meeting. The report was shared with USAID and the AUC for review and comment and use during the AU 2014 Year of Agriculture in Africa. This report will eventually become a Foundation document for the Heads of State Declaration that will be issued in June 2014.

Activity 1.1.2: Direct capacity building assistance for AUC-DREA in support of CAADP implementation

To date, Africa Lead II assistance to AUC-DREA focuses on planning, organizational, logistical and financial support for multiple Year of Agriculture events being led by AUC.

Activity results:

- Provided direct support to AUC-sponsored “2014 Year of Agriculture” events: secondment of a logistics and program management consultant at the AUC Addis Ababa office for a period of 6 months, web site development, fielding of consultants for in country preparations for the CAADP 10 years on meeting of Agricultural Donor Working group, and travel and accommodation sponsorship for 27 representatives and Permanent Secretaries of Agriculture from nine countries to attend the meeting.
- Sponsored Margaret Ndaba of the Tanzania Ministry of Agriculture to participate in the Launch of AUC Year of Agriculture events (January 29- February 1, 2014), Addis Ababa, Ethiopia.
- Provided critical logistical and facilitation support for the Agriculture Sector Working Group CAADP 10 Years: Dialogue To Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (February 10-14, 2014). The meeting brought together a total of 150 delegates, including 56 country representatives from 20 African countries and 55 donor representatives from country donor groups.
- Provided critical logistical and facilitation support for the March 19-22, 2014, CAADP Partnership Platform Meeting held in Durban, South Africa, and served as a key partner alongside the Multi Donor Trust Fund (MDTF) agency in ensuring the meeting met its

objectives. The meeting brought together 614 African and global leaders from a number of international organizations, African governments, private agribusiness firms, financial institutions, farmers, NGOs and civil society organizations.

TASK 1.2: IDENTIFY KEY FOOD SECURITY INSTITUTIONS, ASSESS THEIR INSTITUTIONAL CAPACITY, AND PROVIDE ASSISTANCE TO STRENGTHEN CORE SKILLS AND OVERALL PERFORMANCE

Activity 1.2.1: Develop a comprehensive institutional assessment methodology

The Africa Lead II Institutional Development Framework and Guidance Note are being prepared and will be submitted for review by the Chief of Party by 30 April.

Activity 1.2.2: Conduct institutional assessments of selected African organizations and institutions

Africa Lead II worked with the AOR, Missions, the Africa Lead II Advisory Group, and RECs to identify key institutions for assistance. To date, we have identified, largely from the USAID workplanning meeting held in Addis Ababa, Ethiopia on December 6, 2013, a substantial list of institutions which USAID missions would like Africa Lead to consider providing capacity building support to and some of which will require prior institutional assessments.

Activity results:

- Led the evaluation of the *to Market Linkages Initiative (MLI) project* in Kenya, Uganda, Rwanda, Burundi and Malawi. MLI sought to establish Grain Bulking Systems (GBS) that integrate smallholder farmers' production into strengthened markets. Africa Lead II procured tablet-aided survey tools and hired a trainer to load software and train the survey team. The evaluation team prepared a comprehensive report and shared the findings with key stakeholders and partners in Nairobi, Kenya.
- Led an external evaluation to support the CILSS Secretariat in assessing the performance and results of their 2009-2013 strategic work program, an initial phase of the CILSS Strategic Vision. The two-person evaluation team highlighted lessons and recommendations to guide the development of the 2015- 2019 work plan. During the evaluation, the consultants conducted a literature review, carried out over 100 key informant interviews, completed seven field visits, conducted workshops and focus groups and developed a customized survey instrument. The report is currently in development with an anticipated delivery date of May 2014.
- Developed and disseminated a detailed Request for Proposal to key organizational development consultancies for institutional development specialist and legal advisory services to aid CILSS in the implementation of their strategic plan. The procurement is intended to ensure that Africa Lead II obtains proposals from firms that will provide quality, efficient and cost effective technical counsel in support of achieving the strategic objectives and priorities of CILSS.

Activity 1.2.3: Develop and implement capacity strengthening plans for select organizations based on completed assessments

The Ministry of Finance (MoF) is implementing a three-year USAID Ghana-funded project to provide technical and financial support to the Agriculture and Agribusiness Unit. The support involves the procurement of the services of a technical advisor and various consultants, as well as the procurement of equipment (hardware and software) for the Unit to carry out its mandate in the Ministry for the enhancement of the agriculture and agribusiness sector. Africa Lead II was tasked to provide training and identify a technical advisor to support the Unit to meet its mandate.

Activity results:

- Provided training to 11 personnel from the Agriculture and Agribusiness Unit, Monitoring and Evaluation Unit, Procurement Unit and Accounts Unit of the Ministry of Finance. The participants were taken through M&E terminologies and how to develop a Monitoring and Evaluation Plan. Since the training in January, the team has developed a Monitoring Plan that will be reviewed at wider stakeholder level in late April and institutionalized.
- Submitted CVs of qualified individuals for review and selection of a qualified candidate to work as a technical advisor to the Unit.

Activity 1.2.4: Measure institutional strengthening progress and identify additional needs

See section 1.2.2 above.

TASK 1.4: DEVELOP AND OPERATIONALIZE SYSTEMS TO MEASURE, TRACK, AND LEARN FROM ORGANIZATIONAL PERFORMANCE

USAID and CAADP are both committed to furthering the use of evidence-based analysis, and decision-making. With Africa Lead II is making a concerted effort to assist target institutions to better define their own challenges, set specific objectives for improvement, measure and assess their own results and use performance measurement tools to better gauge and learn from success and failure along the way. The main focus of this Task is to help institutions develop self- assessment tools for benchmarking performance, against themselves and other institutions, and for regularly assessing their progress while identifying areas in need of strengthening. Additionally, Africa Lead II will work with key regional and national organizations to co-create a community of practice of well-qualified trainers, and coaches to assist in the process.

Activity 1.4.1: Measure, monitor, report on the capacity strengthening performance of key institutions (See task 1.2)

See section 1.2.2 above.

COMPONENT TWO: STRENGTHENING CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS

The overarching goal of Component Two is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security investments.

In this quarter, AL II worked closely with IFPRI and ReSAKSS to help to strengthen the Joint Sector Review (JSR) process in seven focal countries: Ethiopia, Tanzania, Malawi, Mozambique, Ghana, Burkina Faso, and Senegal. More specifically, AL II provided facilitators, guidance, and event coordination in the planning of JSR Assessment Workshops in each country.

TASK 2.2: STRENGTHEN INSTITUTIONAL ARCHITECTURE FOR IMPROVED POLICY AND EVIDENCE-BASED POLICY REFORM

Under this task, which overlaps broadly with Component Three objectives, the Africa Lead II Team will provide customized support at the REC and country levels to work with government counterparts and NSAs to strengthen their capacity for evidence-based policy analysis, reform, and implementation. We will use the results of completed IAAs to determine where the systems need to be strengthened, which institutions need what kind of strengthening, what kind of support needs to be given for the process to work better and for specific policies (i.e. input policy change) to work.

Activity 2.2.2: Hold validation workshops to get stakeholder buy-in to IAA findings

Although the Africa Lead I team completed 11 IAAs for Food Security Policy Change, there was neither the time nor the resources to hold workshops with country and REC stakeholders to validate the findings of the IAAs. With this in mind, the Africa Lead II team will hold validation workshops with each country covered by an IAA, as well as the EAC. The workshops will serve as a forum for sharing IAA findings, soliciting stakeholder feedback on the IAAs, and discussing action plans for rectifying areas in the policy process identified as weak.

AL II is working with missions in Zambia, Rwanda and Tanzania, as well as the EAC, who have expressed interest in holding IAA validation workshops with stakeholders.

TASK 2.3: FACILITATE ADOPTION OF MUTUAL ACCOUNTABILITY FRAMEWORK AND JSR PROCESSES

Agriculture joint sector reviews (JSRs) are a key instrument for supporting mutual accountability, tracking implementation of country CAADP plans (NAIPs), and aligning them to the CAADP Results Framework. The JSRs are an integral part of the transition to evidence-based policy planning and implementation. In particular, JSRs provide a platform to collectively review the effectiveness of policies and institutions in the agricultural sector as well as assess the extent to which intended results and outcomes in the sector are being realized. They allow state and non-state stakeholders to hold each other accountable with respect to fulfilling pledges and commitments stipulated in the CAADP compacts, NAIPs, and related cooperation agreements such as those under the New Alliance for Food Security and Nutrition (New Alliance). By allowing a broad spectrum of stakeholders to gain insights into and influence overall policies

and priorities of the sector, JSRs serve as a management and policy support tool for inclusive stakeholder planning, programming, budget preparation and execution, monitoring and evaluation, and overall development of the agricultural sector.

The Regional Strategic Analysis and Knowledge Support System (ReSAKSS), as the main CAADP platform for review, learning, and benchmarking, has been designated by AUC and NPCA to support efforts to introduce JSR practices where they do not exist and improve their quality where they do. This effort has been termed the JSR Assessment and will include as two key deliverables a JSR Assessment Report and a JSR Assessment Workshop. The AL II Team is assisting ReSAKSS in planning and facilitating the JSR Assessment Workshops. An initial group of seven countries is being targeted. They include countries that are part of the New Alliance, that is: Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal, and Tanzania. Because most countries already carry out some type of sector review, the emphasis of the current effort is on value addition, building and improving on existing country practices.

There are three main objectives of the JSR Assessment and the JSR Assessment Workshop. The first is to examine the extent to which each country's policy environment and institutional architecture is conducive to implementing the National Agriculture and Investment Plan (NAIP). The second is to evaluate progress made in achieving the target outcomes articulated in the NAIP and thus create a baseline for future JSRs. And the third objective is to assess the adequacy of the existing JSR process, identify actions to remedy areas of weakness, and put together a detailed action plan to strengthen each country's JSR process. The AL II Team has hired seven workshop facilitators, one for each of the country-based JSR Assessment Workshops. During the past quarter, AL II worked closely with the facilitators and the ReSAKSS Teams to coordinate and make progress in planning each JSR Assessment Workshop. The Workshops will be held during the week of April 21.

Activity results:

- Engagement with IFPRI, ReSAKSS, and the respective host country governments in their efforts to measure JSR readiness in the context of the "Strong JSR" model, and devise action plans to strengthen JSR processes in each focal country.
- Hiring of and consultation with seven facilitators who will facilitate JSR Assessment Workshops in each focal country.
- Design of workshop agenda template, evaluation form, and select workshop talking points.
- Consultation and coordination with seven IFPRI/ReSAKSS Teams that are leading JSR Assessments and in-country preparation for JSR Assessment Workshops.

COMPONENT THREE: PROMOTING THE EFFECTIVE PARTICIPATION OF NON-STATE ACTORS (NSAS) IN THE POLICY PROCESS

The purpose of Component Three is to bring dedicated effort and focus to address NSA challenges in the areas of capacity, credibility and legitimate representation of different civil society and private sector constituencies in the policy process that will determine the success of CAADP and bring about the needed agricultural transformation.

The full engagement of NSAs in the policy process is essential if CAADP is to achieve the goals currently being set by the AU and other continent-wide and regional stakeholders for its second 10 years. The CAADP process will provide opportunities for meaningful consultation between NSAs and government through the mutual accountability framework and JSRs. But before NSA groups can fully engage with government counterparts, they need to improve their capacity to understand and play their roles as stakeholders and partners in the policy process.

TASK 3.1: BUILD CAPACITY AND LEGITIMACY OF NSA GROUPS TO ENGAGE IN THE CAADP POLICY PROCESS

The main focus of NSA capacity building activities during the second quarter has been on engaging with NEPAD CAADP Continental NSA Task Force members who were present at the January 2014 AU Summit in Addis Ababa. This group, comprised of One Campaign, Action Aid, ACCORD, Oxfam, representatives of apex regional farmer networks and others, has been leading a process to forge the NSA position in response to the AU Year of Agriculture and the revised CAADP Framework for the next 10 years. The group met with Jeff Hill, Kimberly Smith and Carla Denizard at the March 2014 CAADP PP Meeting in Durban, where Africa Lead II committed to support a three-day NSA strategic planning and action planning workshop immediately following the upcoming Joint Ministerial Meetings in Addis Ababa, Ethiopia.

The purpose of the NSA strategic workshop is to facilitate a work and action plan to move the NSA forward in terms of their capacity to work together for policy change It is hoped that the outcome of the workshop will be an action plan for the next 12-18 months, that identifies specific steps and target dates operationalize the continental level NSA's 5-year strategic plan.

The leaders of the National Alliance Against Hunger organizations in Tanzania and Ghana were both invited to the NSA workshop, and will be attending.

Four missions in East Africa (East Africa Regional, Kenya, Tanzania and Rwanda) allocated funds to NSA strengthening activities as part of their Year One buy-ins. Although some ESA mission level SOWs for NSA strengthening were developed during the second quarter, the home office Civil Society Advisor will be in Nairobi May 7-9 to support the ESA Regional DCOP with Component 3 planning going forward.

In West Africa, the Ghana Mission will begin implementing its Component 3 workplan in the third quarter, including holding private sector roundtable meetings, consultations with NSA stakeholders who participated in Africa Lead I, and meetings with the Ghanaian Hunger Alliance. The home office Civil Society Advisor will visit May 10-21 to support the West Africa team to identify strategies and actions plans flowing out of the above consultations.

Activity 3.1.1: Hold Consultations to coordinate Strategies for NSA Strengthening

During the second quarter, Africa Lead II continued to reach out to NSA stakeholders in the United States and in Africa.

Activity results:

- Met with Alliance to End Hunger and Partnership to Cut Hunger and Poverty in Africa, Association of Public and Land Grant Universities (APLU), the World Bank/ IFC

Benchmarking the Business of Agriculture (BBA) program team, and the Feed the Future Borlaug Higher Education Agriculture Research and Development Program (BEHEARD) being implemented for USAID by MSU, Action Aid Africa, One Campaign Africa.

- Facilitated the participation of ESA Africa Lead Institutional Development Specialist (Paul Thangata) at the meeting of BEHEARD alumni in Nairobi, March 2014.
- Collaborated with the Alliance to End Hunger National Alliance Partnership (NAP) programs in Kenya, Tanzania and Uganda. Participated in the Kenya Alliance Against Hunger and Malnutrition (KAAHM) strategy and workplanning meeting (April 4, 2014).

Activity 3.1.2: Identify, prioritize, assess and select NSA groups

During the second quarter, the Africa Lead II Civil Society Advisor began to systematically research African NSA networks active in agriculture and food security, and to identify NSA typologies and methodologies for NSA mapping and stakeholder analysis. Efforts focused on establishing a simple and practical set of NSA mapping and stakeholder analysis tools for Africa Lead II.

KNOWLEDGE MANAGEMENT, LEARNING ANDCOMMUNICATIONS

Underpinning Africa Lead II's strategic work program is a clear focus on knowledge transfer and learning that will enable the program to better manage interventions and bring about systemic and sustainable change across the continent. Africa Lead II will cull and disseminate lessons to solving complex problems and implementation challenges resulting from our locally-driven, evidence-based interventions in support of the CAADP.

TASK 1: BUY-IN SERVICES

Activity 1.1: Support program launch and other high level activities

The KLC Team continues to work closely with regional staff to prepare for and support high-level events. Events include regional program launches, Year of Agriculture meetings, and Champions for Change reunions among others. Support entails the identification and preparation of needed communications products and platforms. Events provide an opportunity to showcase food security initiatives and successes to a wide range of possible stakeholders.

Activity Results:

- Contributed to the design, development and thematic presentation of the WA Program Launch
- Prepared event materials for WA Program launch- brochures, program Prezi, and video snippets.

Activity 1.2: Manage and promote Africa Lead II outreach platforms

Africa Lead II will continue to focus part of its outreach on deepening social networks. This includes using new strategies for engaging champions on Facebook; introducing an Africa Lead II Flickr page to house and share all program photographs; and establishing a Vimeo channel

for program videos/podcasts. These video recordings will serve as an extension of the program's capacity building efforts around select themes.

During this quarter, the KLC Manager continued to upload and manage content for all AL II social media platforms, including FB, Flickr and Vimeo.

Activity Results:

- Managed social media media platforms: Facebook, Flickr, Vimeo
- Uploaded 200+ photos from various program events to Flickr

TASK 2: PROGRAM SERVICES

Strategic communications serve as a cornerstone of the Africa Lead II program. A combination of print, web and multi-media materials articulate clearly the transformative and dynamic nature of Africa Lead II and provide a space for continued engagement with program beneficiaries. As a follow-on program, learning efforts continue to build on past successes and mine stories yet to be written from Africa Lead I while ensuring new activities and results are captured and shared with a diverse audience in a timely fashion.

Activity 2.1: Develop and disseminate program publications

Videos are powerful story telling tools, especially with regard to outcome harvesting. Africa Lead II anticipates leveraging this medium to identify and verify program outcomes while featuring program contributions. The videos provide an additional opportunity to scale up knowledge transfer and maintain momentum and energy around program learning.

During this quarter, Africa Lead II responded to requests from USAID for Champions for Change testimonials. The KLC Team mined program assets to select highlights from previous C4C training and prepared video snippets for broad dissemination. The KLC Team also provided an outreach platform for the IGAD Drought Resilience video by uploading it to the AL II Vimeo page and including a link on the forthcoming program newsletter.

Task outputs:

- Edited, packaged and uploaded 8 short videos to Vimeo
- Uploaded IGAD Drought Resilience video to Vimeo

Activity 2.2: Design, develop and maintain an Africa Lead II website

Africa Lead II is updating the Africa Lead I website to promote dynamic and interactive knowledge sharing. The website will cater to a broad audience including, but not limited to: program beneficiaries, the public, USAID missions, the private sector, and government ministries. It will feature video snippets to bring to life the transformative and innovative nature of the program. The site will feature program results in a visually compelling way that will be continuously updated and mapped by country and region.

The website will also feature space for updated program information (mapped by country/region), training materials, technical publications/solutions, and a calendar. The

program intends to engage with Champions for Change through a dedicated space on the site for blog entries or feature stories. Serving as a one-stop-shop for the program, the site will be updated on a regular basis and maintain high search optimization features to stimulate traffic and ensure that the site appears first in Google searches related to food security issues in Africa.

Results:

- Designed initial pages for Africa Lead II website

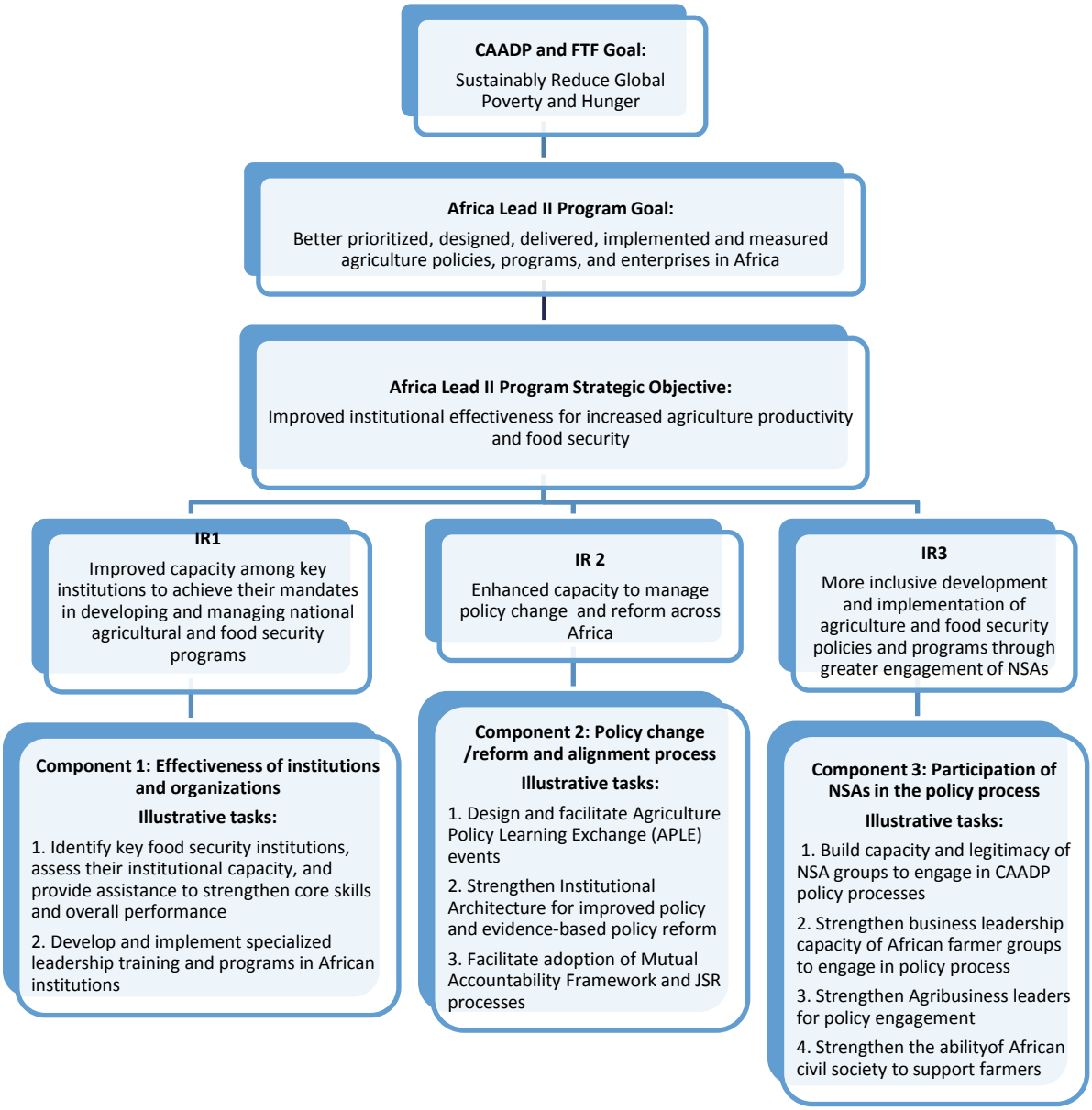
MONITORING & EVALUATION

During the second quarter of the program, the M&E Specialist responded to USAID's request to refine and streamlining the draft PMP and associated program indicators. This effort entailed close consultation and collaboration with the field teams and technical home office staff. In addition to efforts on the M&E indicators and PMP, M&E staff worked to update and customize M&E tools, survey instruments and evaluation forms for all field activities. The M&E team also conducted a six-month follow-up survey with AL I training and internship participants to capture results stories from the previous program.

Task results:

- Updated/revised program indicators and targets
- Updated/revised program PMP
- Created program tracking tools and surveys instruments
- Trained field based M&E staff
- Conducted six-month follow-up survey with AL I training and internship participants

ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK



ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)[1]

#	Indicator	Y1 Target	Achieved by Quarter				Y1 Actual
			Q1	Q2	Q3	Q4	
Africa Lead II Goal: Better prioritized, designed, delivered, implemented and measured agriculture policies, programs, and enterprises in Africa							
G1.1 (FTF 4.5-3)	Percentage of agricultural GDP growth	NA					
G1.2 (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA					
G1.3	Percentage change in private sector investment in agriculture	NA					
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security							
SO 1.1	Number of countries implementing clearly prioritized and coordinated action plans based on their NAIPs	TBD					
SO 1.2	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)[2]	TBD					
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs							
1.1	Percentage of individuals trained in leadership/management curriculum who apply new knowledge and skills acquired	50%	-	-			
1.2	Percentage of individuals trained in OCA and/or OPI tools who apply principles and practices with little or no difficulty in their respective institutions/organizations	40%	-	-			
1.3	Number of key institutions undertaking organizational capacity (OCA) and/or performance (OPI) self-assessments	TBD	-	-			
1.4	Percentage of institutions/organizations that show overall improvements in Organizational Capacity Assessments and Performance Index year over year	25%	-	-			
1.5 (FTF 4.5.2-7)	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	1,000	-	-			
	# of women (35%)	350	-	-			
1.6	Number of organizational/institutional capacity assessments conducted annually with support from AL II	14	-	-			
1.7	Number of knowledge products generated with support from AL II	6	-	3[3]			
1.8	Number of networking or coalition building events organized	20	-	11[4]			

[1] Not all Africa Lead II Goals, SOs or IR indicators are measured quarterly or annually. They are included here for completeness only. While not yet approved through an official modification, AL II has incorporated changes to the program indicators as requested by USAID and are reflected in the IPTT table.
[2] The World Bank's BBA is the primary source of data for this indicator. Reporting will depend on availability of data by country.
[3] This figure includes a video documentary, publication and brochure on Drought Resilience for IGAD.
[4] The events include the AUC 2014 Year of Agriculture Launch, IGAD Summit, CAADP PP meeting, CAADP 10 Years On, and Regional Technical Meeting on Fertilizer Policy in East and Southern Africa; and country level events in Tanzania, Ghana and Rwanda.

#	Indicator	Y1 Target	Achieved by Quarter				Y1 Actual
			Q1	Q2	Q3	Q4	
1.9	Number of individuals engaged in awareness raising or coalition building events supported by Africa Lead II	1,500	21	1,494[5]			
	# of women (35%)	525	4 (19 %)	478 (32%)			
1.10	Number of organizations at the national and regional level receiving technical assistance under AL II	14	2[6]	4[7]			
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa							
2.1	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"	7	-	-			
2.2	Number of agriculture policies in countries' G-8 Cooperation Framework policy matrices that have been advanced along the policy development continuum	TBD	-	-			
2.3	Percentage of policy initiatives at national level that are aligned with AU Heads of State and Ministerial level recommendations for policy reform	25%	-	-			
2.4	Number of countries receiving Africa Lead II assistance	13	3	7[8]			
2.5	Number of countries with completed IAAs that are validated in stakeholder workshops	6	-	-			
2.6	Number of individuals trained in policy reform for food security (e.g. APLE, policy analysis)	TBD	-	-			
2.7	Number of JSR workshops conducted/facilitated	7	-	-			
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs							
3.1 (FTF 4.5.2-42)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) that applied improved technologies or management practices as a result of USG assistance	TBD	-	-			
3.2	Percentage of countries that have NSAs actively participating in JSR Steering Committee	TBD	-	-			
3.3	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	TBD	-	-			
3.4	Percentage of NSAs that report satisfaction with their JSR participation	TBD	-	-			
3.5	Percentage of countries with national agricultural investment plans that are supported by private investment	TBD	-	-			
3.6	Percentage of policy commitments adopted by AU and national governments that are informed by NSA's policy agenda	TBD	-	-			
3.7 (FTF 4.5.2-11)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	50	-	-			
3.8 (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	TBD	-	-			
	# of women (35%)						
3.9	Percentage of agricultural policy impact sector NSAs represented in the JSR process	TBD	-	-			

[5] This figure reflects the number of participants who participated in the 11 coalition and networking events noted above.
[6] This number includes support to IGAD and AUC.
[7] This figure includes support to IGAD, AUC, COMESA and CILSS.
[8] In this reporting period, Africa Lead II worked with Ghana, Senegal, Tanzania, Rwanda, Uganda, Ethiopia and Zambia.